

A close-up photograph of four young children of African descent, smiling joyfully while playing in water. Their faces and hair are wet, and water droplets are visible on their skin. The children are positioned in a cluster, with one in the foreground on the right, another in the center, and two others behind them. The background is a soft-focus outdoor setting.

The Bernard van Leer  
Foundation  
Annual Report 2009



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March 2010



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#### Citation

Bernard van Leer Foundation, 2010. Annual Report 2009.  
The Hague, The Netherlands: Bernard van Leer Foundation

ISBN 978-90-6195-118-6

Writer: Andrew Wright

Design and layout: Homemade Cookies ([cookies.nl](http://cookies.nl))





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# Foreword by the Chair of the Board of Trustees

The year 2009 was a year of looking back and looking forward. Our 60th anniversary gave us occasion to reflect on our roots; while the financial crisis forced us to consider deeply how to increase our impact despite the lower levels of funds that will be available to us in the future.

The two are connected, since our origins hold lessons to inspire our plans. The Bernard van Leer Foundation, of course, grew from the corporate world. Our founder, Bernard van Leer, amassed his fortune through oil drums and was a titan of charitable giving. His son, Oscar van Leer, was a true visionary both in philanthropy and business. If we needed a reminder of Oscar's exceptional talents, we received one through the excellent new biography of Oscar van Leer by eminent historian Gert-Jan Johannes, published to mark our anniversary.

In Oscar's vision of the positive change that money could bring to society, 'focus' and 'impact' became key words. Long before children became a fashionable cause, Oscar saw that the basis for healthy human development begins at a very early age. By focusing the Foundation on disadvantaged young children, Oscar aimed for the greatest long-term impact. And long before 'evidence-based' became a social policy buzzword, Oscar was determined that all the Foundation's programmes should be based on rock-solid research. In other words, his approach was suffused with a professionalism rarely seen in the philanthropic sector in those days, and still often absent today.

As we face a future of stricter budgetary constraints, we renew our commitment to Oscar's touchstones of focus, impact, evidence and professionalism. Our new Executive Director, Lisa Jordan, has embraced the tough but necessary task of streamlining our operations, trimming our budgets and narrowing our geographical scope.

The Foundation's challenge is to achieve more with less. To do so, it must create leverage by winning influential allies for young children. The media can be one such ally, and through the Oscar van Leer Fellowships (see page 19) we are proud to honour



Oscar's memory and reflect his long-term vision and enterprising mindset by training the journalistic leaders of tomorrow to be sensitive to young children's issues.

Another potentially important ally is the corporate world. Again the Foundation is brought back to its corporate roots, as it reaches out to business leaders to bring them to embrace their social responsibilities, initially through a 100,000 euro fund to stimulate more investment in young children. After all, as Oscar van Leer knew better than anyone, young children are not just the business of parents, caregivers, governments, teachers, or even philanthropic foundations: young children are everyone's business.

A handwritten signature in blue ink that reads "Trude Maas-de Brouwer".

**Trude Maas-de Brouwer**  
Chair, Board of Trustees



# The report of the Executive Director

After nine years at the Ford Foundation, I was honoured to join the Bernard van Leer Foundation as its new Executive Director in July 2009. And what an entry moment! The Foundation, like many in the philanthropy field, was in the midst of restructuring. Initially under the leadership of my predecessor Monique van 't Hek, we have adjusted to a 30% loss in income over the course of the year.

With the foresight of the board, we immediately made cuts in our operational expenses. We had to say goodbye to 16 members of staff and reduce operational costs in every department. Painful as this process may have been, we are now positioned for 2010 and have made the adjustments necessary for operating with a reduced income.

The priority of my first few months has been to determine how we can have a greater impact with fewer resources. Because 2009 marked the end of a strategic planning period, we had the opportunity to think with fresh and clear minds. That opportunity also became a necessity, given the financial constraints that will be with us for the next three years or more.

In the autumn, in response to the reduction in budgets, we took measures to limit grantmaking to countries in which partners were operating within a programmatic framework, and to make emergency grants to partners providing direct services to children in all the countries in which we operate. In 2010 we will be able to resume full grantmaking operations with strategies designed either for phasing out of countries or pursuing a greater and more holistic impact in young children's lives.

## Taking stock of recent years

Taking stock of the last strategic plan (2006-2009), we could see that some things had worked well and others were less successful. The last plan oriented the Foundation toward programmes and away from disparate projects. It also sought greater impact by focusing our attention on fewer countries. These are directions in which we will continue to move. We also



Lisa Jordan, Executive Director

In this report, the Executive Director explains how the Foundation has responded to financial constraints by learning lessons from the past and identifying three new goals to be pursued in a reduced number of countries.

reaffirm our commitment to disseminate globally what we know, through our publications.

Less successful was the linking of the three 'issue areas' – strengthening the care environment, successful transitions from home to school, and social inclusion and respect for diversity – to countries. It led to inefficiencies, misplaced priorities, and mismatched strategies in some countries. We have therefore decided that we will undertake a full country-level analysis to determine whether our new goals appropriately address the challenges children face.

These new goals can be found on page 46. In short, they are: to reduce violence in young children's lives; to take quality early learning investments to scale; and

1949

Bernard van Leer, owner of Royal Packing Industries van Leer, sets up a philanthropic foundation in Lucerne, Switzerland. It has broad humanitarian goals and focuses initially on the physically handicapped



to improve the physical environment in which young children live.

### Identifying our new niches

The process of how we arrived at the goals began with recognising that the priorities of yesterday are not the priorities of tomorrow. In this respect, celebrating our 60th anniversary (see page 15) brought a clearer understanding of how the challenges facing children have changed during the decades.

For example, pre-school enrolment is rising worldwide, with the fastest trajectory in developing countries, and in some countries pre-school has become universally integrated. Strong efforts have been made to improve child health. Many countries have implemented national policies to protect children's rights.

Much remains to be done in each of these spheres, of course. But what's important to us is that there is now widespread understanding of the need to invest in these areas. Other organisations, which did not exist for much of the Foundation's history, now advocate effectively in these fields. As a privately endowed foundation, we have the freedom to be nimble, imaginative and innovative in breaking new ground. We also have a responsibility to remain at the cutting edge.

We therefore embarked on a major effort to map the issues currently faced by young children and how effectively they are being addressed by other organisations. On page 46 of this annual report, you can find a summary of this process.

### Focusing on fewer countries

Starting in 2010 we will not have resources to realize our goals across all twenty-one countries in which we now operate. We will be reducing the number of countries in which we work from twenty one to eleven. The choice of countries was not one we took lightly. A great deal of analysis went into developing a balanced policy in which we retain a presence in different continents, make use of country-specific expertise we have built up over the years, achieve significant impacts with the capabilities

at our disposal, and fund ideas that are representative enough to have relevance elsewhere.

The countries in which we will realise our new goals are Peru, India, the Netherlands, Israel, Uganda, Turkey, Brazil and Tanzania. We will also undertake a regional approach within the European Union. In addition, until 2012 we will continue to work in the Caribbean, South Africa and Mexico to fulfil commitments on programme goals relating to care, transitions and diversity.

### Reaching out to new allies

Two strands that will guide our thinking as we elaborate those country strategies are renewed commitments to engage with corporate leaders and to be more proactive in communications.

As Trude Maas notes in her foreword, financial constraints make it more important than ever to find new allies who can become advocates for kids, and to make best use of the influence they can bring to bear. We are resolved to persuade business leaders that investing in programmes to support young children's development is not only a responsibility but an opportunity; and to become smarter at using the media to raise the profile of young children in the Netherlands and beyond.

In the Bernard van Leer Foundation, I believe I have joined an organisation that can be proud of its achievements – both historically, as detailed in the 60-year timeline (which runs along the top of selected pages in this report) and more recently, as detailed in the impact section (see pages 22 to 29). And I am confident that, despite our financial constraints, we will be able to continue to play a crucial role in supporting children and children's advocates worldwide.

**Lisa Jordan**  
Executive Director

1958

Death of Bernard van Leer. His son, Oscar van Leer, takes charge of the Foundation



"As a privately endowed foundation, we have the freedom to be nimble, imaginative and innovative in breaking new ground. We also have a responsibility to remain at the cutting edge."  
(Lisa Jordan)





Our history begins  
in **1949** with  
Dutch industrialist  
and philanthropist  
**Bernard van Leer**





# Corporate leaders mark our 60th anniversary

On 11 November 2009, the Bernard van Leer Foundation marked its 60th anniversary with an event in The Hague. It was in November 1949 that its founder, Dutch industrialist Bernard van Leer, set up the Foundation and endowed it with the fortune he had amassed from his packaging industry. Subsequently it was his son Oscar van Leer, businessman and philanthropist, who gave the Foundation its focus on disadvantaged young children.

In keeping with a history defined by corporate responsibility towards the youngest members of society, we celebrated our anniversary by holding a round table discussion with three contemporary captains of industry and three leading advocates for children.

We were honoured to be joined by Peter ter Kulve (Chairperson, Unilever Benelux), Robert Swaak (CEO PricewaterhouseCoopers), Heleen Terwijn (founder of IMC Weekendschool), Leonard Geluk (Chairperson, CVB of ROC Midden Nederland), Loek van den Boog (founder of Net4kids) and Sjoerd van Keulen (Chairperson, Holland Financial Center).

At the event, Executive Director Lisa Jordan announced the setting up of a matching fund of 100,000 euro. Through this initiative the Foundation seeks to give corporations the incentive to engage in projects for disadvantaged young children, by offering to match their investments. Further details can be found on our website: [www.bernardvanleer.org](http://www.bernardvanleer.org).



## A new biography of Oscar van Leer

To coincide with the 60th anniversary of the Bernard van Leer Foundation, a new biography was published of the man who did more than anyone to define the Foundation's direction: the founder's son, Oscar van Leer. The biography, by eminent historian Gert-Jan Johannes, is available in Dutch as *De communicerende vaten van Oscar van Leer: Ondernemerschap en filantropie in de Van Leer Entiteit, 1958-1986* and in English as *Why not? Oscar van Leer and his quest for the ideal synthesis of business and philanthropy, 1958-1986*.





Bernard's son,  
**Oscar van Leer**  
had an innovative  
approach to  
helping young  
children



Oscar van Leer  
Fellow 2009

# Oscar van Leer Fellowships 2009

**Y**oung children are often neither seen nor heard. Unlike older cohorts, including even youths, they have no way to raise their collective voices by joining groups to represent their interests. They are visible in society and politics only if older people choose to engage with them and the issues that affect them, and to speak up on their behalf.

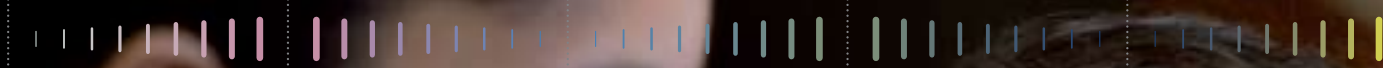
With the growing influence of the news media around the world, it is more important than ever that journalists understand what matters to young children. It is not the role of the media to make policy – but it is their role to give citizens and voters a rounded understanding of the issues about which policy decisions need to be made. The more sensitive journalists are to children’s issues, the better the policies for children that ultimately result.

Through the fellowships the Foundation set out to identify ambitious young journalists with a social conscience and the talent to become the media leaders of tomorrow.

This is the thinking that led the Bernard van Leer Foundation in 2009 to launch the inaugural Oscar van Leer Fellowships for journalists from developing countries. The fellowships consist of a tailor made four-week course in journalism and children’s issues at the Radio Netherlands Training Centre. Through the fellowships the Foundation set out to identify ambitious young journalists with a social conscience and the talent to become the media leaders of tomorrow.

Open to journalists from nine selected countries, the fellowships attracted nearly 400 applications, so many of which were of outstandingly high quality that we doubled the number of fellowships on offer from an initial three to six. The inaugural Oscar van Leer Fellows are: Kanina Foss from South Africa, Namita Kohli from India, Carmen Matos from the Dominican Republic, Erick W Ndung and Nick Oluoch from Kenya, and Tatiana Velasquez from Colombia. We are currently exploring further ways of engaging with young journalists.







We work  
with **local partner  
organisations**  
to make a  
difference for  
children

# Impact: Stories from the field

## Letters keep Brazilian migrant fathers close to their children

Every year, in Brazil's Jequitinhonha Valley, poverty drives many men to leave their families for eight or nine months to work in the sugar cane mills of distant cities. Some must leave babies or pregnant wives, and the struggle of mothers to put food on the table severely limits the energy they can devote to their growing children. When the fathers return home, sometimes their children do not recognise them at all.

Through our project partner, Centro Popular de Cultura e Desenvolvimento (CPCD), we work with local partners, Cidade Criança and Pedagogia do Abraço Projects, whose ultimate aim is to improve local life to the extent that migration is no longer necessary. In the meantime they help fathers to stay close to their children. Fathers are helped to record messages on CD, which together with photos keep them in their children's minds. The children, in turn, are helped to send letters and drawings to their fathers when they are away.

In a culture where letter writing is uncommon and illiteracy rates high, many families had not fully realised the negative impact on their family ties of a lack of communication during periods of separation. The project has been a great success in giving fathers a sense of belonging when far away, and encouraging communication between fathers and mothers that make their relationships more likely to survive the extended absences.

As for the children, they no longer feel that their fathers have left them. Growing up with the sense that two people love them, care about them and are working to support their future, they are more likely to cope with their extremely challenging circumstances.

*CPCD has been a long term partner since 1990*





1960s



**Innovations based on science** In the deprived Rutland Street area of Dublin, the Bernard van Leer Foundation funds a pioneering intervention inspired by Piaget's research on children's development. Later studies confirm its long-term impact

1963

Oscar van Leer becomes interested in the emerging science of children's development

1966

The Foundation establishes its base in The Hague, The Netherlands, and starts its first international youth-oriented project in Kingston, Jamaica

## Understanding how children form their first friendships



**F**orming their first friendships is critical to children's wellbeing and sense of identity and belonging – but it's a process we know surprisingly little about. Far more research has been done into relationships between young children and their adult carers than into relationships among young children.

This matters because, increasingly, children form those first friendships in settings that are organised. Where in the past they might have played spontaneously with others, increasingly such factors as traffic, parental work patterns and safety concerns mean that many children get the chance to play only in organized group settings such as early childhood centres. If we understand better how to structure and manage these settings, we can help ensure that the first relationships children form are positive and beneficial.

The Community of Reflection and Practice is a major initiative to bring together the world's leading researchers on the topic of young children's peer

relationships, inspired by an earlier Foundation-supported research project that explored the social relationships of 2 and 3 year-olds in daycare centres in the Netherlands. In a three-day meeting in 2008, twelve participants compared experiences in settings as diverse as multi-cultural day care centres in Los Angeles and informal mixed aged groups in rural Cameroon.

Work continued through 2009 to produce a book, *Peer Relationships in Early Childhood Education*, to be published by Routledge in 2010. By explaining our current knowledge and introducing innovative new ways of thinking and working, the book will help those who work with young children to understand how children view play with their peers and what approaches and interventions are most effective.

*The Community of Reflection of Practice is the result of a Foundation-supported research project that started in 2002*

1970s



### Involving communities in the classroom

The Foundation encourages active learning and community involvement in working class areas of Amsterdam, a model that spreads across the Netherlands and influences today's 'Brede School' movement

## A better chance at school for India's tribal children



Orissa's eight million tribal folk speak 33 different languages. The chance that their children will drop out of school is above average, and their literacy rate is barely half the state average. In 2009, the state's Ministry of Women and Child Development agreed to work together with OPEPA – responsible for its primary schools – to make sure that children from tribal backgrounds don't miss out on education because their mother tongue is a tribal language rather than the state language of Orissa.

OPEPA had already piloted a multilingual education project in 450 primary schools, with a curriculum covering the first years of primary education in ten of the main tribal languages – since research shows that children stay at school for longer, and do better, if their first few years of schooling are in their mother tongue. As the programme reaches more schools, the Integrated Child Development Services (ICDS) centres run by the Ministry of Women and Child Development are well placed to play a crucial role in ensuring that more children can benefit.

ICDS centres, which are being universalised across the state, provide services to mothers and children aged

up to 6 – but they have tended to focus more on health and nutrition than preparing children for school. The new agreement means that ICDS centres will begin to work more closely with primary schools to make it easier for children to cope with the transition into formal education. For tribal children especially, this transition can be extremely difficult – especially if their teachers speak in a language that they're not familiar with at home.

The Foundation is now working through a local partner NGO to help complement OPEPA's multilingual primary curriculum by developing a curriculum for under-6s to be offered in ICDS centres. It is an example of progress that can be made through a programmatic approach: both the grassroots experience of the Foundation's local partners in Orissa and the knowledge generated by research it funded at Delhi's Nehru University were vital in informing its engagement with government, to create a new policy stance on multilingual pre-school education.

*The Foundation's collaboration with OPEPA started at the end of 2008*

1970

Bernard van Leer Foundation starts publishing newsletters to share knowledge about the latest developments in research on children's development

1976

The Bernard van Leer Foundation is formally incorporated in The Netherlands

## Changing attitudes to parenting in the Caribbean

Many parents of young children might assume it comes naturally to take the time to sing to them, play with blocks together, or tell them stories. But in some places that kind of engagement simply isn't part of the parenting culture – and violent discipline is a first, not a last, resort.

The Roving Caregivers Programme (RCP) tackles inappropriate parenting practices in Caribbean communities marked by high levels of poverty and unemployment, and low levels of access to early childhood services. On weekly home visits, the 'Rover' encourages the caregivers to join them in age-appropriate stimulating activities with their children. The Rover also discusses other parenting issues, such as disciplining and nutrition – educational messages

backed up by monthly meetings of parents in local community centres.

An impact evaluation carried out in 2009 by the Amsterdam Institute for International Development compared parenting practices in 15 villages in St Lucia between 2006 and 2008; the RCP was introduced in eight of those villages, while the other seven served as a control. Parents in RCP villages became significantly more likely to engage their children in ways, such as storytelling, which are correlated with linguistic and socio-emotional development. They also became more likely to use a range of different methods to discipline their children other than harsh physical punishment, such as talking, time-outs and 'ignoring'.

Perhaps most importantly, parents in RCP villages came to believe much more strongly that they can influence their children's future – a significant finding in impoverished communities, as other studies show that vulnerable children do better in life when their parents aspire to a better future for them and believe they can help them achieve it.

*The Foundation has supported the Roving Caregivers Programme in St Lucia since 2006*





1980s

### In the vanguard of children's rights

The Foundation's work in Venezuela contributes to one of the world's first national laws on children's rights, boosting the movement that gets the UN Convention on the Rights of the Child passed in 1989

## Building a culture of children's rights in Tanzania

In many countries, children's rights are a reality in law but are not always routinely respected in practice. Creating a culture of respect for children's rights relies on the attitudes of professionals in many fields – not just teachers and childcare workers but also doctors and nurses, social workers and psychologists, police and members of the judiciary.

Often there is a problem: training courses in children's rights are offered to such professionals but because they are optional, they tend to attract only those who are already motivated. That situation is on the road to change in Tanzania, thanks to the Tanzanian government's involvement in creating the country's first-ever national Child Rights Core Curriculum along with our partner organisation CRED-PRO (Child Rights Training for Professionals).

The ambition of Tanzania's Child Rights Core Curriculum is to embed child rights education into the pre-service and in-service training and continuing professional development of all relevant professionals. The six-module curriculum has already been developed, with support from three key ministries, among 35 governmental, civil society and donor organisations on the advisory board. An initial four-day course has trained 50 trainers-of-trainers; and over 25 organisations have committed to include the curriculum in their budgets and action plans for 2010.

While the impact on professional practice and the treatment of children will become clear only after a sustained period of implementation, already just



The ambition of Tanzania's Child Rights Core Curriculum is to embed child rights education into the pre-service and in-service training and continuing professional development of all relevant professionals

developing the curriculum has had a real impact. Media coverage has heightened not only political but public awareness of the case for child rights education, and the process has brought together advocates for young children from many different sectors and organisations which had previously worked independently.

*The Foundation support to this project started in 2008*

1980

By now the Foundation is investing in 150 projects spread across 41 countries

1981

Oscar van Leer decides to consolidate investments on children aged from 0 to 8

### 'Early Life' reaches a global television audience



DVDs of the programmes are proving to be a useful tool for NGOs to introduce discussions with community groups and decision-makers

With advances in neuroscience and behavioural science, researchers into early childhood are learning more all the time about the critical importance of the first few years. To build popular support for investing more in young children, though, it's essential that this understanding percolate into the public consciousness.

That's why the Foundation supported TVE to make a series of three half-hour films about kids the world over. 'The Mayor's Dream' looks at the case for public investment in young children through the eyes of a visionary mayor in the Andes. 'Kibera Kids' shows how pre-schools give children from a Nairobi slum a safe haven from the daily stresses that can permanently shape how their brains develop. 'My First Day at School' examines the challenges of getting education off to a good start by following three pupils in Chiang Mai.

The programmes were shown in 2009 on BBC World News, which has a global audience reach of 302 million viewers. They have also been shown or scheduled on national channels in Malawi, Gambia, Ghana, Venezuela, China, Mexico, South Africa, Namibia, Kenya, Tanzania and Jordan.

In addition, DVDs of the programmes are proving to be a useful tool for NGOs to introduce discussions with community groups and decision-makers. In South Africa, a series of screenings in community halls provoked lively discussions; in Tanzania, early childhood advocates screened them to a gathering of business leaders; and in Namibia and Jordan, representatives of government ministries are to take part in post-screening discussions.

*TVE has been a Foundation partner since the end of 2008*

1990s



### National services are established

Increasingly, countries in which the Foundation has been working for decades are now establishing nationwide state services for young children – including in Africa, Europe, Latin America and the Middle East

## Stopping discrimination before it starts

**B**y the age of three, children already understand the concept of social status and feel inferior or superior to others. By the age of six, they have formed habits of discrimination that will be hard to break. It's clear that we need to act when children are young in order to break the cycle of prejudice, and equip them with a better chance of building socially inclusive communities as they grow older. But how?

Una is leading the search for answers. Formerly the Joint Learning Initiative on Children and Ethnic

Diversity, Una is the world's largest network of early childhood researchers and practitioners dealing with ethnic diversity – over 70 individuals representing 31 different countries and disciplines including sociology, anthropology, psychology, education, law and politics. All are committed to ensuring their work is children's rights-based, outcomes-focused and evidence-informed.

Regional conferences in Belfast, Colombia and Nairobi have sparked interest among representatives of government and civil society, with next steps being planned. A further regional conference in Indonesia will happen in 2010. Over the coming year, Una will also begin to support locally-developed and led early childhood programmes in Australia, Colombia, Indonesia, Kenya and Northern Ireland.

Una's website ([www.unaglobal.org](http://www.unaglobal.org)) is becoming a one-stop shop for researchers and practitioners in ethnic diversity and early childhood, with comprehensive



searchable databases of published research and existing programmes. In addition 12 working papers, now being drafted, will provide detailed but accessible guidance and advice on all aspects of developing effective and sustainable early childhood programmes aimed at addressing issues of ethnic diversity.

*The Foundation has supported Una, formerly JLICED, since 2007*

1990

The Bernard van Leer Foundation establishes joint ventures with other privately endowed foundations and multilateral institutions to invest in young children

1992

The Bernard van Leer Foundation begins to evaluate and disseminate its impact on early childhood development

1996

The Foundation's trustees float Royal Packaging Industries Van Leer on the stock exchange

## In-depth research leads to smarter policies



In north-west Ethiopia, six year old Louam is impatient to turn seven so she'll finally be allowed to start school. Five year old Fabricio, who comes from an indigenous Quechua family in Peru, has started already and loves his teacher, who makes a point of talking with his parents once a week. Six year old Deepak goes to his school, in a remote Indian community, only irregularly. His mother died and his father works long days as a casual labourer, so he has to help look after his younger siblings.<sup>1</sup>

These are just three of the 12,000 children being followed by Young Lives, a major, long-term study of childhood poverty based at the University of Oxford. The Foundation is supporting a strand of work within Young Lives to study the role of early childhood services in young children's lives and their experience of the transition to primary school. Following the children, who come from four developing countries, for 15 years will shed light on how and why families on the margins move in and out of poverty and what policies can make a real difference to their lives.

The first report from this work was published in 2009,<sup>2</sup> as the first in a series on transitions in early childhood that will continue in 2010 with an in-depth

look at each country under study. Already preliminary results reveal a textured understanding that might not have shown up with smaller or shorter-term studies. In Andhra Pradesh, for example, where the private sector provides many early childhood services, inequalities are emerging *within* impoverished households and communities as only some parents can afford pre-school and for only some of their children. It's a finding that suggests the policy importance of improving the quality of public pre-schools.

As shown by the Millennium Development Goals and Education for All, there is growing acceptance that a good education for all children is vital for tackling poverty. But Young Lives is showing how even purportedly 'pro-poor' programmes are disproportionately failing to benefit children from the very poorest households, rural households, and those from minority ethnic and/or language groups. Understanding what's going wrong – and why – is the first step to better design and implementation of positive policies for children.

*Young Lives has been supported by the Foundation since 2006*

<sup>1</sup> "Nothing is impossible for me" - Stories from Young Lives Children (available at: <http://www.younglives.org.uk/childrens-voices/child-profiles>)

<sup>2</sup> Bernard van Leer Foundation Working Paper 55: 'Equity and quality? Challenges for early childhood and primary education in Ethiopia, India and Peru'





A young child with a joyful expression is the central focus, wearing a grey and navy blue hoodie with 'Forklift' and a tractor graphic. The child is sitting on a red corduroy blanket against a weathered wall with a wooden post. A decorative horizontal line of vertical bars in yellow and orange is at the top. Another child in a purple and yellow hoodie is partially visible on the left.

Our **grantmaking**  
reaches kids in  
diverse cultural,  
geographic and  
economic contexts

CARE

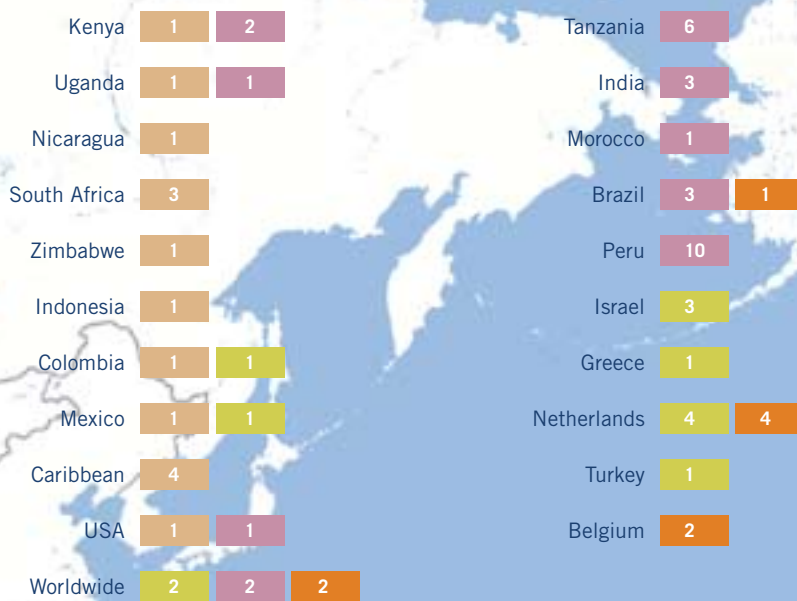
DIVERSITY

TRANSITIONS

OTHER GRANTS



## Number of supported partners per issue area (2009)



INDIA

INDONESIA

# Programme and project overview 2009\*

CARE			
Partner organisation(s)	Location	Grant amount (EUR)	Overall objective
Nascent Research & Development Organisation	Western Kenya and East Uganda	10,754	Identify priorities for the proposed joint Kenya/Uganda programme on Strengthening the Care Environment
Nascent Research & Development Organisation	Kenya and Uganda	164,464	Leadership, coordination, sustained focus and responsibility with respect to the proposed Uganda country programme
CANTERA Centro de Educación y Comunicación Popular	Central America region	149,400	Influence public policies and promote the expansion of programmes for young children
ABC Ulwazi	Limpopo, KwaZulu Natal, Free State and Eastern Cape; South Africa	117,585	Strengthen the community radio sector to reach out to disadvantaged communities
Masikhule Early Childhood Development Centre	Eastern Cape; South Africa	199,000	Strengthen the capacity of primary caregivers and families
Early Learning Resource Unit (ELRU)	South Africa	171,320	Build on the local and indigenous knowledge and practices of caregivers and communities
Southern Africa HIV/AIDS Information and Dissemination Service (SAfAIDS)	Zimbabwe	13,800	Build the capacity of 12 Foundation partners to work in a common knowledge-based way
Yayasan Kusuma Buana (YKB)	Indonesia	65,400	Support an Early Care and Family Support programme
Yayasan Kusuma Buana (YKB)	Indonesia	30,000	Help develop the country programme strategy for Indonesia
Universidad del Norte	Costa Atlantica region; Colombia	390,000	Improve public policies on daycare centre programmes in Colombia
Red Conecuitlani "Yo protejo a los Niños", A.C.	Mexico City; Mexico	4,000	Document and publish the life stories of 10 community educators
Caricad (Caribbean Centre for Development Admin)	Caribbean	99,900	Enhance the literacy and numeracy skills of children and adults
Ministry of Education and Culture	Caribbean	104,800	Enhance the cognitive, language and social skills of young children and improve parenting
ChildFund Caribbean	Caribbean	56,000	Enhance the cognitive, language and social skills of young children and improve parenting
Ministry of National Mobilisation, and Social Development	Caribbean	56,000	Enhance the cognitive, language and social skills of young children and improve parenting
Ministry of Social Development	Eastern Caribbean	56,000	Enhance the cognitive, language and social skills of young children and improve parenting
Care USA	Washington, DC; USA	11,700	Organise a stakeholders' meeting to review the ECD Essential Package in HIV Contexts

\*Supplementary grants are not included.

## DIVERSITY

Partner organisation(s)	Location	Grant amount (EUR)	Overall objective
World Forum Foundation	Worldwide	14,975	Support two leaders from Poland in a two-year process of training in advocacy
International Play Association	Worldwide	50,000	Generate a team of 'CRC article 31 consultation specialists' to run play consultation events
Musharakah Trust for Arab ECCD in Israel	Nazareth and Nationwide; Israel	480,200	Improve the quality of care for young Arab children in families and daycare centres
Kaye Academic College of Education	Beersheva; Israel	131,964	Train Bedouin teachers in new knowledge and understanding to change attitudes and behaviour
Adam Institute for Democracy and Peace	Kiryat Gat and the Negev; Israel	333,874	Train kindergarten teachers and involve parents in democracy principles and communication between different communities,
DIKTIO: Network for Children's Rights	Nationwide; Greece	62,000	Promote equity, respect, understanding and conflict resolution
International Child Development Initiatives	Netherlands	150,000	Establish an interactive, connecting and monitoring mechanism to strengthen links between partners in the Netherlands
Bureau MUTANT	Netherlands	179,800	Include diversity and socialisation issues in children's centres, child care and out-of-school care centres
Stichting Child Care International	Netherlands	74,500	Put social inclusion and respect for diversity on the agenda of government and the childcare and education services
Stichting Pedagogiekontwikkeling 0-7 (SPOREN)	Netherlands	198,950	Further develop the 'Sporen' pedagogy into a training programme
Development Workshop	Turkey	65,000	Study the conditions of young children who travel seasonally with migrant worker parents
Fundación Mi Sangre	Medellín; Colombia	189,000	Increase the organisations' capacity to operate sustainably as an advocate for young children
Melel Xojobal, A.C.	San Cristobal; State of Chiapas; Mexico	15,000	Evaluate the impact of Melel Xojobal



TRANSITIONS			
Partner organisation(s)	Location	Grant amount (EUR)	Overall objective
Consultative Group on ECCD	Worldwide	60,000	Support the bringing together of key ECD people from donor organisations, practitioner networks, and academic institutions
UN Special Representative of the Secretary General on Violence against Children	Worldwide	307,965	Support the UN Special Representative of the Secretary General on Violence Against Children
ChildFund - Kenya	Greater Samburu area; Kenya	300,000	Improve early childhood development and early learning and facilitate transitions
Mind Venture International	Nationwide; Kenya	2,000	Provide information, education and communication products on parenting
Tanzania ECD Network (TECDEN)	Nationwide; Tanzania	158,000	Improve integrated and holistic service delivery to infants and young children
Monduli Pastoralist Development Initiatives (MPDI)	Monduli District; Tanzania	125,800	Support locally appropriate quality care and education for young Maasai children
Tanzania Home Economics Association-Mwanza (TAHEA)	Ilemela and Nyamangana Districts; Tanzania	110,500	Increase access to quality care and education among 8,000 children
Safina Women's Association (SAWA)	Morogoro Municipal, Morogoro Rural and Mvomero Districts; Tanzania	98,800	Improve access and quality of early education for 10,000 children
Women's Group against AIDS in Kilimanjaro (KIWAKKUKI)	Moshi Rural, Moshi Municipality and Mwanga Districts; Tanzania	125,700	Improve access and quality of early childhood care & education
Kinnapa Development Programme	Kiteto and Simanjiro Districts; Tanzania	100,000	Improve access and quality of early childhood care & education for children
Hope for Orphans and Women (HOW Uganda)	Soroti District; Uganda	150,000	Create a safe and conducive environment to enhance the mental and psychosocial development of young children
Mobile Crèches New Delhi	New Delhi; India	170,000	Reduce dependence on foreign funding and improve sustainability of services for migrant children
MAYA Movement for Alternatives and Youth Awareness	Karnataka State; India	458,280	Develop a sustainable model for community owned early childhood care and education
Sikshasandhan Resource Center for Education	Orissa; India	242,500	Improve tribal children's access to mother tongue based quality early childhood education
Association ATFALE	Nationwide; Morocco	200,400	Construct a new concept for modern and authentically Moroccan pre-school education
OMEP Brazil	Nationwide; Brazil	49,905	Lobby on early childhood in Brazilian legislation on children's rights
Associação Brasileira Terra dos Homens	Rio de Janeiro; Brazil	73,100	Break the poverty cycle of families in the streets of Rio
Articulação de Creches e Pré-Escolas Comunitárias	São Gonçalo municipality; Rio de Janeiro; Brazil	42,025	Increase the quality of ECE provisions for socially and economically disadvantaged children
WARMAYLLU	Cajamarca. Andahua and Callao; Peru	113,200	Increase opportunities for children to access quality early childhood and educational services

## TRANSITIONS (continued)

Partner organisation(s)	Location	Grant amount (EUR)	Overall objective
Universidad Antonio Ruiz de Montoya	Ayacucho, Lima and Callao; Peru	50,686	Measure school readiness and life skills of 4-8 year olds at key junctions in life
Asociación Promotora de Educación Inicial Caritas Graciosas	Ventanilla; Callao; Peru	46,703	Reduce school failure by increasing children's academic and social performance
Communication for Social Change Consortium (CFSO)	Ayacucho and Ventanilla; Peru	15,100	Strengthen the capacity of communities to advocate for improved education services
Instituto de Formación para Educadores de Jóvenes. Adolescentes y Niños	Lima, Tarma and Maynas; Peru	239,500	Extend a model of integral human development created during Phase I to three new communities
SALGALU Sac	Nationwide; Peru	250,000	Increase the access of socially and economically disadvantaged children to quality early childhood education
Asociación Kallpa	Ayacucho Region; Peru	60,116	Influence regional public institutions
Universidad Antonio Ruiz de Montoya	Nationwide; Peru	50,000	Monitor and evaluate the country strategy, and distribute knowledge produced by Foundation partners in Peru
Consortio Desarrollo Integral de la Niñez y la Familia Andina	Apurímac, Ayacucho and Huancavelica Provinces; Peru	168,000	Improve the transition to school of rural Quechua-speaking children
Asociación Kusi Warma	Pachacutec, Ventanilla and Lima; Peru	73,759	Improve the school chances of children growing up in urban slum communities
Asociación Kusi Warma	Nationwide; Peru	35,000	Cover the costs of a core team to lead the learning community
SALGALU Sac	Nationwide; Peru	5,000	Cover the unplanned expenses of a national event in Lima
Professional Associates, Inc.	Mississippi Delta; USA	439,834	Develop an advocacy, communication and resource mobilization strategy

## OTHER GRANTS

Partner organisation(s)	Location	Grant amount (EUR)	Overall objective
Alliance Publishing Trust (APT)	Worldwide	10,000	Contribute to the publication of 'Alliance', a magazine on international philanthropy
Caribbean Child Development Centre (CCDC)	International	25,000	Influence ECD policy through disseminating scientific evidence on the effectiveness of interventions
European Foundation Centre (EFC)	Belgium	75,000	Work to strengthen the independent funding element of European philanthropy
Network European Foundations for Innovative Cooperation (NEF)	Brussels; Belgium	5,000	Take stock of results, disseminate findings, test interest for new projects and build coalitions
Stichting VanHarte	Netherlands	10,000	Prevent social exclusion and isolation of children in disadvantaged neighbourhoods of The Hague
Utrecht University School of Economics	Netherlands	72,600	Address urgent questions on the benefits of investments in early childhood care and education
Committee for Economic Development (CED)	Brazil	120,000	Highlight early childhood development to the private sector at a targeted two-day event in Brazil



52  
Developing programmes to promote school readiness in early childhood



53  
Private care arrangements: benefits and risks for young children in early childhood



54  
The young life support: building support for young children in their everyday environments



55  
Equity and quality



Annual report 2008



Family stress: Safeguarding young children's care environment

Early childhood matters


June 2009 | 112



Realising the rights of young children: progress and challenges

Early childhood matters

November 2009 | 113



El estrés familiar: Protegiendo el bienestar de los más pequeños

Espacio para la infancia

Julio 2009 | 31



Los derechos de los niños en la primera infancia: avances y retos

Espacio para la infancia

Noviembre 2009 | 30





Through our  
**publications** we  
share what we learn  
in order to influence  
policy and practice

# Foundation publications in 2009

The Bernard van Leer Foundation produced 12 publications in 2009. All are available free of charge in pdf format, and most also can be ordered in paper format, via our website [www.bernardvanleer.org](http://www.bernardvanleer.org).

## Working Papers

*These are think pieces aimed at contributing to a current debate, either looking at the work of Foundation-supported projects or reviewing the state of academic and practical knowledge in a field more generally.*

### **Equity and quality? Challenges for early childhood and primary education in Ethiopia, India and Peru**

Working Paper 55

By Martin Woodhead, Patricia Ames, Uma Vennam, Workneh Abebe and Natalia Streuli

Part of the 'Studies in Early Transitions' series, this paper looks at early findings from three of the countries being researched by Young Lives, a 15-year longitudinal study of childhood poverty.

### **Too young for respect? Realising respect for young children in their everyday environments: A cross-cultural analysis**

Working Paper 54

By Shanti George

This paper looks at the routine disrespect shown to young children in everyday life and examines case studies from Germany and Israel to show what respect for young children looks like in practice.

### **There are alternatives! Markets and democratic experimentalism in early childhood education and care**

Working Paper 53

By Peter Moss

Challenging the hegemony of the market model in early childhood education and care, the author discusses 'democratic experimentalism' as an alternative that raises ethical and political questions.

### **Developing programmes to promote ethnic diversity in early childhood: Lessons from Northern Ireland**

Working Paper 52

By Paul Connolly

This paper argues that early childhood programmes to promote racial and ethnic diversity in deeply divided societies should be children's rights-based, outcomes-focused, and evidence-informed.

## Online Outreach Papers

*This series is published in pdf format only on the Foundation's website. It provides information about current issues or Foundation-supported projects considered likely to be of interest to a more limited audience.*

### **Strengthening the care environment for children in Central America**

Online Outreach Paper 9

By Julio César Cano

As the Foundation withdraws from Central America, this paper describes the knowledge generated, experiences gained, and lessons learned over the years among five organisations in El Salvador, Guatemala and Nicaragua.

### **Maintaining a respectful climate for young children in schools: no trumpet solo – let the orchestra play!**

Online Outreach Paper 8

By Person to Person: Association for the Advancement of Human Dignity, with Bernard van Leer Foundation programme staff

A look at how the Human Dignity programme addressed the problem of violence in nine elementary schools in Israel, not through authoritarian sanctions but through a positive process of cultural change.

### **Jewish–Arab schools in Israel: parents' perspectives and children's realities**

Online Outreach Paper 7

By Hand in Hand Centre for Jewish–Arab Education in Israel, Zvi Bekerman and Nader Shahdi

Four Jewish parents and five Arab parents share their experiences of Jewish–Arab schools in Israel, and anthropologist Zvi Bekerman describes his research with pupils at the schools.

## Corporate

### **Annual Report 2008**

The Bernard van Leer Foundation's Annual Report for 2008 includes an in-depth look at the Foundation's

strategy and selected projects in South Africa, Mexico and India, with an executive summary in Spanish.

### Early Childhood Matters/Espacio para la Infancia

*This is a journal about early childhood. It looks at specific issues regarding the development of young children, in particular from a psychosocial perspective. It is published twice a year in English and Spanish.*

### Realising the rights of young children: progress and challenges

Early Childhood Matters 113

Marking 20 years of the UN Convention on the Rights of the Child, this issue looks at the impact of the Convention and the subsequent General Comment 7 on implementing child rights in early childhood.

### Los derechos de los niños en la primera infancia: avances y retos

Espacio para la infancia 32

Coincidiendo con la celebración del 20º aniversario de la Convención sobre los Derechos del Niño, esta edición trata sobre diferentes aspectos relacionados con la realización de los derechos del niño.

### Family stress: Safeguarding young children's care environment

Early Childhood Matters 112

When parents are under stress, their children's development can be affected by insecurity. This edition asks how best to reduce parental stress and promote children's resilience and coping mechanisms.

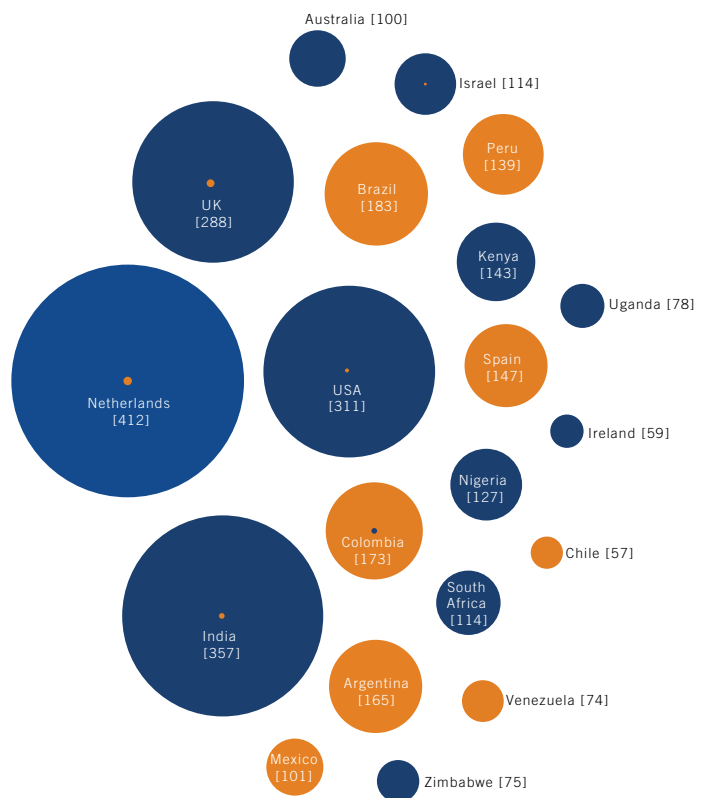
### El estrés familiar: Protegiendo el bienestar de los más pequeños

Espacio para la infancia 31

Cuando los padres y los cuidadores pierden el sentido del control de sus propias vidas, se les hace extremadamente difícil crear entornos de protección para sus hijos. Esta edición trata sobre la temática del estrés familiar, cómo hacer frente al mismo y disminuirlo.

### Worldwide distribution [total copies per country]

Early Childhood Matters 113 [grand total 3299]  
Espacio para la Infancia 32 [grand total 1433]



A total of 4732 copies of *Early Childhood Matters* (issue 113) and *Espacio para la Infancia* (issue 32), marking 20 years of the Convention on the Rights of the Child, were distributed to 153 different countries. The top 20 are shown above.

2000s



### Young children rise up the agenda

With cutting-edge neuroscience proving the importance of the early years, the Foundation supports the United Nations in publishing authoritative guidance on how children's rights should be applied to very young children

## Clear and accessible summaries of academic research

Advocacy for children's rights is often held back because advocacy messages need to be simple, but the academic research that informs them is complex. The Foundation set out to bridge the gap between researchers and advocates by supporting the Child and Youth Studies Group at the UK's Open University to write a new series of publications, *Early Childhood in Focus*.

Published in both English and Spanish, and distributed free of charge like all of our publications, *Early Childhood in Focus* quickly became the most requested and downloaded publication through the Bernard van Leer Foundation website.

2009 saw the publication of the fourth issue, *Effective Early Childhood Programmes* (*Programas eficaces para la primera infancia*, in Spanish), which examines what makes some programmes more successful than others. Earlier issues were *Attachment Relationships: Quality of Care for Young Children* (how care giving, social and economic conditions and cultural contexts influence the development of attachment relationships); *Early Childhood and Primary Education: Transitions in the Lives of Young Children* (appraising research into school readiness); and *Developing Positive Identities: Diversity and Young Children* (how a child's identity can be affected by adversities, social exclusion and discrimination).

Succinct and accessible, *Early Childhood in Focus* is equipping advocates for young children with the information and analysis they need to give decision-makers clear, consistent and authoritative messages on core policy topics and questions.



2001

2009

After the sale of Royal Packaging Industries Van Leer, Bernard van Leer Foundation endowment is invested in a diverse portfolio.

As it marks its 60th anniversary, the Bernard van Leer Foundation's investments reach 1,1 million children

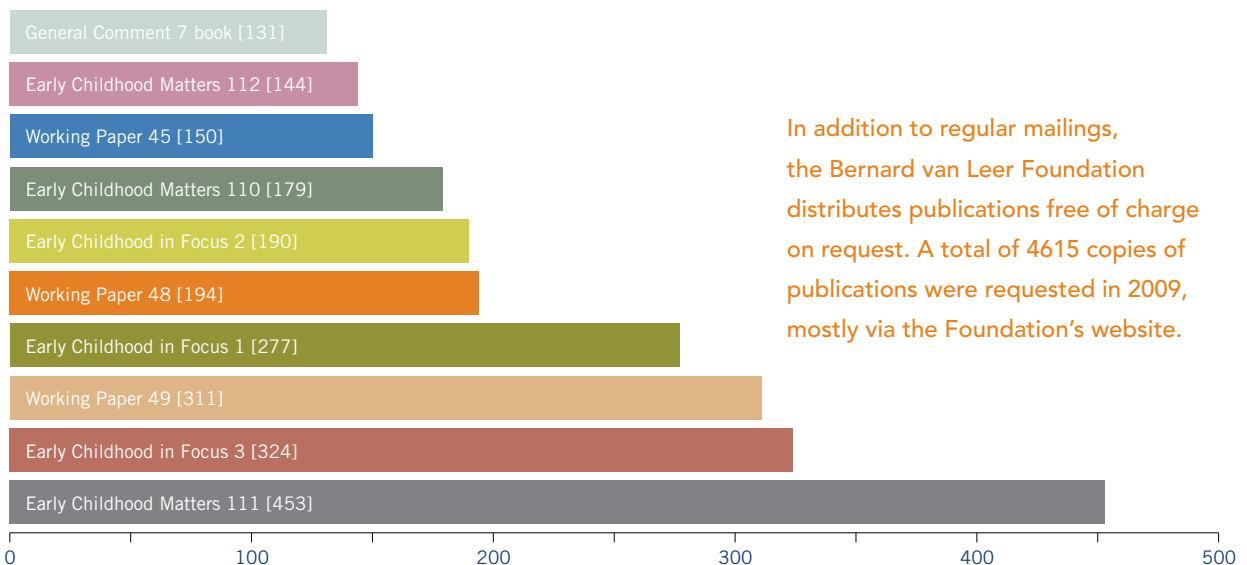
**Bernard van Leer Foundation website**



The Bernard van Leer Foundation's website ([www.bernardvanleer.org](http://www.bernardvanleer.org)) was visited from a total of 184 different countries in 2009. The most visits came from the Netherlands, the United States, the United Kingdom, Colombia, India and Kenya.

A redesigned website, with new interactivity features, is expected to be launched in the first quarter of 2010.

**Most requested printed publications in 2009 [total copies]**



In addition to regular mailings, the Bernard van Leer Foundation distributes publications free of charge on request. A total of 4615 copies of publications were requested in 2009, mostly via the Foundation's website.

A photograph of a person sitting on an orange plastic chair against a purple wall. The person is wearing a red sweater, dark blue pants, and black sneakers. The background is slightly blurred, showing a wooden chair and a concrete floor. At the top of the image, there is a decorative horizontal line composed of small vertical bars in various colors (pink, blue, green, yellow) separated by dotted lines.

We aim to be  
nimble and  
innovative,  
spotting **new**  
**niches to stay at**  
**the cutting edge**



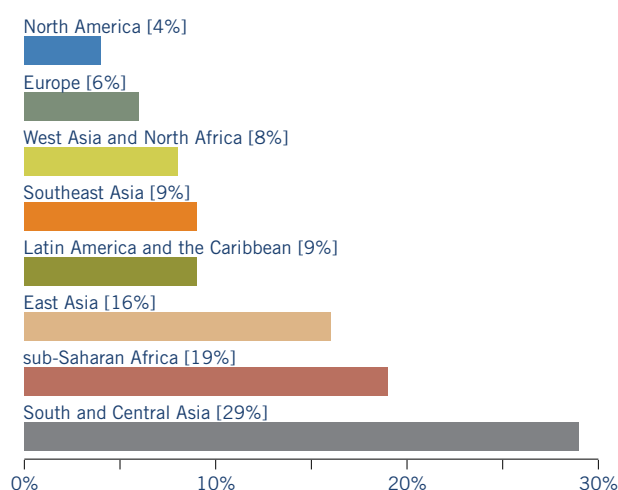
# Defining our goals for 2010 to 2015

As discussed in the Executive Director's report (pages 9-10), 2009 marked the end of the Foundation's previous strategic planning period. In August 2009, the Foundation's staff began a new strategic planning process for the years 2010 to 2015, grappling with financial constraints and the consequent need to reduce the number of countries in which we operate.

First we undertook a comprehensive appraisal of the state of the world for the 1.2 billion children aged 0-9 who are alive today (see chart). Although statistics such as those presented in the box below make grim reading, global trends on key issues are actually positive. Young children are living longer and staying in school to a greater extent than ever before. National governments, multilateral agencies and private funders are increasingly demonstrating commitment to the Foundation's long-standing concerns about child health and education.

We realised, therefore, that we would have to work harder to find a niche. We asked our colleagues and ourselves: what are the most important and under-addressed problems facing young children today and what can we do to make a difference? Working through the problems children face, we were guided by a desire to achieve maximum impact with fewer resources, by

World population of children aged 0-9 in 2009 [1.2 billion]



identifying problems that are relatively under-addressed elsewhere, and we remembered that over the last two decades some of our most important accomplishments have come through risky and unconventional grantmaking.

## The global reality for young children in 2009

- Two in five of under-5s in developing countries fail to reach their cognitive potential due to poverty, poor health, insufficient nutrition and deficient care. That's around 200 million children.
- Around the world, approximately 75 million children are failing to complete primary school, having dropped out in the early grades or never attended at all.
- Around 51 million children are born per year whose births are never registered. This makes it harder for them to access basic state-provided services and legal protection.
- Only 2.4% of the world's children are legally protected from corporal punishment in all settings.
- About half of all young children live in cities, a proportion rising quickly in developing countries – and as around one in three urban dwellers globally live in slums, that means approximately 200 million children aged from 0 to 9 are growing up in slums.
- The second-highest child homicide rate – two in 100,000 – occurs among the 0 to 4 age group, after the 15 to 17 age group.





Ultimately we arrived at three goals through which we felt we could continue to break new ground and set the agenda for the world's children. They are:

**Taking quality early education to scale.** There is now a strong global movement for expanding early childhood education and care. But evidence shows that quality can suffer when early education is taken to scale. A recent Foundation-funded study by the Brookings Institute found that four countries achieved unsatisfactory results despite having adequate funding. In addition, Education for All reporting in 2009 pointed to evidence that even when overall coverage is high, the most disadvantaged are often left out. Using our track record in early learning as leverage, we will advocate for cost-effective approaches that work for the most disadvantaged, achieve economies of scale, and are viable in resource-poor environments.

**Reducing violence in young children's lives.** Violence has a profound and long-lasting effect on children's development, and the youngest children are the least protected and least able to handle the social and emotional consequences. Witnessing or experiencing violence as a young child is the best single predictor of violence as an adult. But remarkably, violence is an issue that is barely on the radar screen of most organisations working for children. It was only in 2006 that the UN

drafted its first report on violence, and it was a report littered with concerns about the lack of reliable data. We will aim to fill the gap that now exists by helping to tackle the issue of violence in a way that considers the unique vulnerabilities of the youngest children.

**Improving young children's physical environments.** It is widely accepted that there are five basic determinants of health: genes, nutrition, health services, attitudes and behaviours, and physical environments. The first four are crowded fields, but physical environments are overlooked – even though the WHO estimates that they account for one-third of childhood diseases. Small changes in the planning of houses and neighbourhoods could have large impacts on children, more and more of whom are growing up in cities as the developing world continues to urbanise fast. This is an excellent niche for a small and innovative foundation, bringing with it the opportunity to engage with an entirely new set of stakeholders.

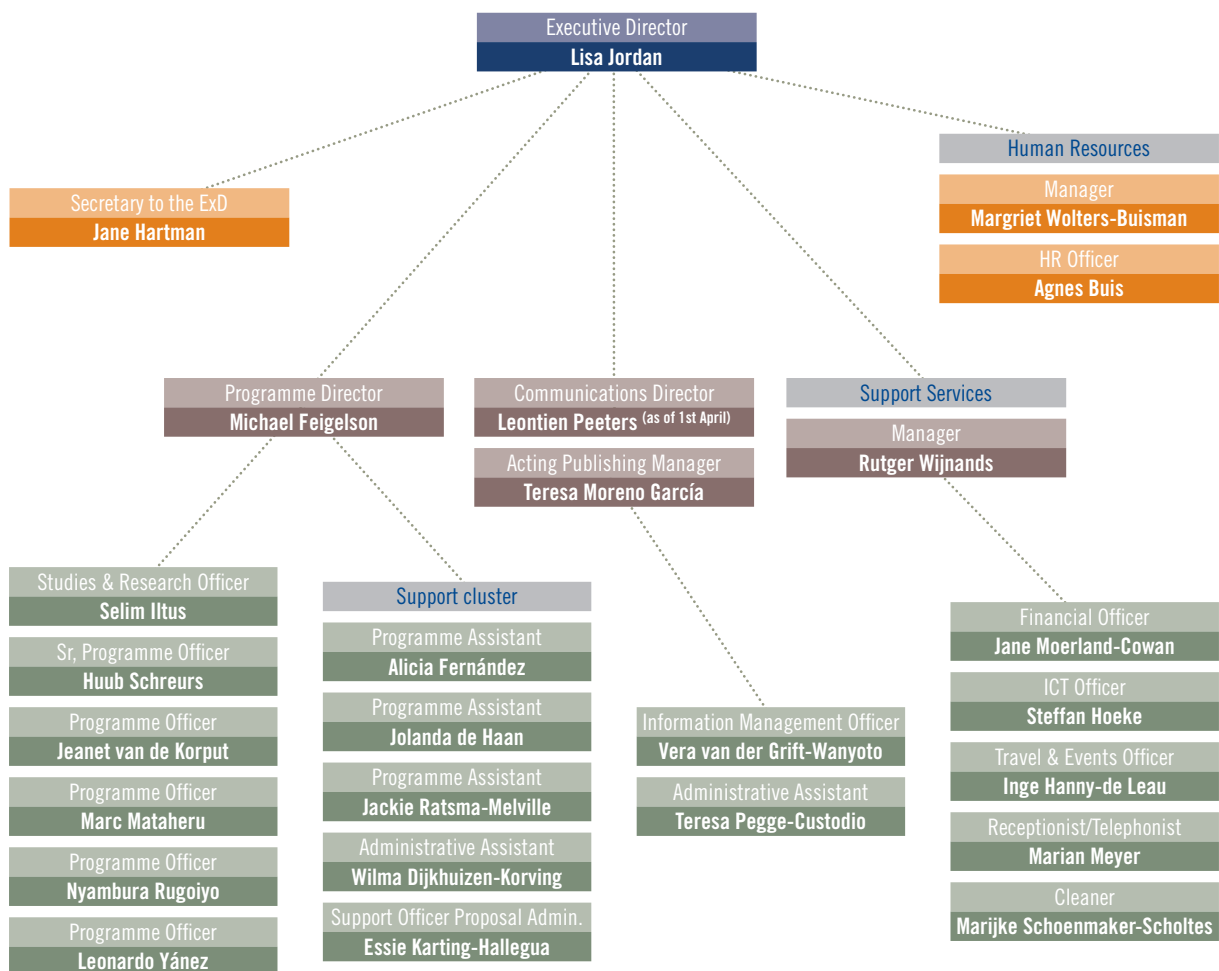
In 2010, we will work on country-specific strategies to elaborate how we will approach these three goals in the eight countries that our grantmaking will focus on in the future – along with global approaches, and a regional approach within the European Union. The eight countries are Peru, India, the Netherlands, Israel, Uganda, Turkey, Brazil and Tanzania.



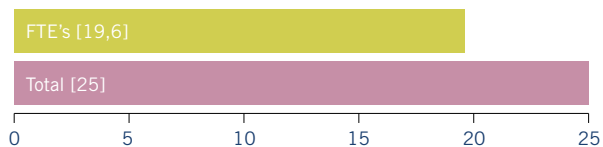
Based in  
The Hague,  
our expert **staff**  
are overseen by  
an experienced  
**Board of Trustees**



# Our staff at 1 March 2010



Number of staff (excl. vacancy)



Gender proportion



# Our Board of Trustees

The fiduciary responsibility for fulfilling the vision and mission of the Foundation, as laid down in the Articles of Association, fully rests with the Board of Trustees. The Board's oversight role includes appointing the Executive Director, evaluating her performance, and approving the strategic plan and the annual financial and operational plans. The Board meets at least four times per year.

## Composition

The Board of Trustees is currently composed of seven members. The Board appoints its own members, who serve a maximum of three four-year terms. Members select a Chair and Vice-Chair. The Executive Director of the Foundation serves as Secretary to the Board. The Board members receive no remuneration, but are reimbursed for expenses.

## The Board's oversight of grant making

Grants of more than EUR 500,000 require prior approval by the Board. The Trustees review other grants at Board meetings and periodically accompany Foundation staff on visits to partners worldwide.

## Members of the Board of Trustees

### Trude Maas, Chair

(Born 1946, Trustee since 2001 and Chair since 2002). Former senate member, Trude Maas serves on various advisory and supervisory boards including those of ABN AMRO, Philips Electronics Netherlands, Van Gogh Museum and the Schiphol Group.

### Peter Bell, Vice-Chair

(Born 1940, Trustee since 2002). President emeritus of CARE, Peter Bell is now a senior research fellow at the Hauser Center for Nonprofit Organizations at Harvard University. He chairs the NGO Leaders Forum, and serves on the boards of the Inter-American Dialogue, World Peace Foundation and Global Water Challenge.

### Joep Brentjens

(Born 1940, Trustee since 1998). Joep Brentjens is Chairman of the Supervisory Board of the Frans Hals Museum in Haarlem, a member of the Board of BNP Paribas Obam N.V., and Chairman of the Niels Stensen Foundation and the Lucas-Ooms Foundation.

### Gideon Frank

(Born 1943, Trustee since 2008). Currently Vice Chair of the Board of the Israel Atomic Energy Commission, Gideon Frank has a BSc in Mechanical Engineering and MSc in Nuclear Sciences. He also serves on various advisory and supervisory boards.

### Rien van Gendt

(Born 1943, Trustee since 2007). A PhD in Economics, Rien van Gendt is a former Executive Director of the Bernard van Leer Foundation and also serves as a Trustee of the Van Leer Jerusalem Institute and Jerusalem Film Center, among other institutions.

### Harry Leliveld

(Born 1939, Trustee since 2003). Harry Leliveld's other current roles include serving on the management board of Brack Capital Real Estate B.V., the Supervisory Board of Optas N.V. and the board of the Amsterdam Zoo. He is an economist by education.

### Nancy Newcomb

(Born 1945, Trustee since 2001). Nancy Newcomb was a senior executive of a multinational bank and now is a director of the boards of Moody's Corporation, Sysco Corporation and the DirecTV Group. She has an MA in economics and serves on several non-profit boards, including the New York Historical Society.



A photograph of two young girls in school uniforms, seen from the back. They are holding hands and looking towards the left. The girl on the left is wearing a dark blue sweater and a red and white plaid skirt. The girl on the right is wearing a dark blue sweater and a red and white plaid skirt. The background is a blurred outdoor setting with greenery. A decorative horizontal line of vertical bars is at the top of the page.

With our long  
history of involvement  
in Latin America, we  
also publish in  
**Spanish**

# Resumen ejecutivo

**En el año 2009, la Fundación Bernard van Leer celebró su 60.º aniversario; además, hizo balance de su último período de planificación estratégica (2006-2009) y estableció sus tres nuevos objetivos para el siguiente período (2010-2015), que se presentan a continuación. A medida que los efectos de la reciente crisis financiera se han ido dejando sentir, la Fundación ha tenido que ajustarse a una reducción del 30% de sus ingresos. Un efecto de esta reducción es que la consecución de estos nuevos objetivos se llevará a cabo en un menor número de países.**

**E**n su prólogo a este informe, la presidenta del Consejo de Administración, Trude Maas, refleja que la historia de la Fundación Bernard van Leer ofrece lecciones sobre cómo se debería enfocar un futuro de mayores restricciones financieras. Para el hijo de Bernard van Leer, Oscar van Leer, “claridad de enfoque” e “impacto” eran palabras clave. Y mucho antes de que la expresión “basado en la evidencia” se convirtiera en un cliché de la política social, Oscar tenía ya la determinación de que todos los programas de la Fundación debían basarse en la investigación más sólida.

El reto de la Fundación, continúa afirmando, es conseguir más con menos. Para que así sea, debe hallar impulso en el establecimiento de alianzas con fuerzas influyentes para los niños pequeños. Los medios de comunicación pueden ser uno de esos aliados. Con la creciente influencia de los medios de prensa en todo el mundo, nunca como hasta ahora ha sido tan importante que los periodistas tomen conciencia de todo aquello que concierne a los niños pequeños.

## **Becas Oscar van Leer 2009**

En el 2009 la Fundación se embarcó en un nuevo compromiso con los medios de comunicación mediante

la primera edición de las Becas Oscar van Leer. Las becas consisten en un curso de cuatro semanas de duración especialmente enfocado al periodismo y a las cuestiones de la infancia, impartido por el *Radio Netherlands Training Centre*. Abiertas a periodistas procedentes de nueve países seleccionados, las becas reunieron cerca de 400 solicitudes. Inicialmente se ofrecieron seis becas, y en la actualidad la Fundación estudia otras formas de participación con jóvenes periodistas.


Otro aliado potencialmente importante para los niños pequeños es la comunidad empresarial. En el 2009, la Fundación lanzó una convocatoria de subvenciones por una totalidad de 100,000 euros para incentivar a las empresas a participar en proyectos para los niños pequeños más desfavorecidos. En un acto celebrado en La Haya con ocasión del 60.º aniversario y del lanzamiento de este fondo, tres importantes defensores de la infancia holandeses se sumaron a tres líderes empresariales, también holandeses, para constituir una mesa redonda de debates.

La nueva Directora Ejecutiva, Lisa Jordan, que se incorporó en el 2009 después de nueve años en la Fundación Ford, escribe en su informe: “Estamos decididos a demostrar a los líderes empresariales que la inversión en programas para favorecer el desarrollo de los niños pequeños no es sólo una responsabilidad sino también una oportunidad, y a persuadirles de un uso más inteligente de los medios de comunicación para incrementar la visibilidad de los niños pequeños”.

## **Restricciones financieras y nuevos retos**

Lisa Jordan comienza su informe abordando el doloroso proceso de tener que ajustarse a nuevas restricciones financieras. La Fundación tuvo que despedir a 16 integrantes de su plantilla y reducir los costes de explotación de cada departamento. Como manifiesta en su informe: “La prioridad de mis primeros meses ha sido determinar cómo podemos generar un mayor impacto con menores recursos. Puesto que el año 2009 marcaba el final de un período de planificación estratégica, tuvimos la oportunidad de pensar con mentes claras y renovadas; oportunidad que además se tornó en





necesidad, dadas las restricciones financieras que nos acompañarán durante los próximos años?

El nuevo proceso de planificación estratégica, mediante el que el personal de la fundación ha seleccionado nuestros tres nuevos objetivos, comenzó con un ejercicio exhaustivo para identificar los problemas a los que se enfrentan actualmente los niños pequeños y el grado de efectividad con que están siendo abordados por otras organizaciones.

En numerosas áreas en las que la Fundación ha trabajado durante décadas, como la salud y la educación infantil, las tendencias globales son positivas. La matriculación en educación preescolar está en aumento en todo el mundo, en los países en vías de desarrollo se han logrado los avances más rápidos y se han realizado enérgicos esfuerzos para mejorar la salud infantil. En la actualidad, a nivel general, se reconoce la necesidad de invertir en estos ámbitos, y otras organizaciones que no han existido durante la mayor parte de nuestra historia los defienden ahora eficazmente.

Por lo tanto, comprendimos que tendríamos que trabajar todavía más duro para hallar un hueco que cubrir, y con mayor sagacidad de cara a la innovación. La pregunta que nos hemos formulado es: ¿cuáles son los problemas más importantes a los que se enfrentan actualmente los niños pequeños y que no se abordan lo suficiente, y qué podemos hacer para cambiar esa situación? Al ocuparnos de los problemas que afrontan los niños, nos guió el deseo de lograr el máximo impacto con menores recursos, identificando los problemas que reciben relativamente poca atención en otros lugares. Hemos recordado también que durante las últimas dos décadas, algunos de nuestros logros más importantes han sido posibles gracias a una actividad de financiación arriesgada y poco convencional. Como apunta Lisa Jordan: “Tenemos libertad para ser astutos, imaginativos e innovadores al abrir nuevos caminos. Además, tenemos la responsabilidad de mantenernos en la vanguardia”.

Finalmente, hemos alcanzado los tres objetivos a través de los cuales creímos que podíamos continuar abriendo nuevos caminos y establecer la agenda para la infancia mundial.

### **Nuestros nuevos objetivos**

A continuación los tres objetivos que nos guiarán durante nuestro próximo período de planificación estratégica (2010-2015).

#### **Llevar a escala la educación temprana de calidad.**

Actualmente existe un pujante movimiento global para extender la educación y el cuidado de la infancia temprana. Pero los indicios muestran que la calidad puede resentirse una vez que la educación temprana es llevada a escala. Un reciente estudio financiado por la Fundación y llevado a cabo por el Instituto Brookings halló que cuatro países habían alcanzado resultados insatisfactorios a pesar de contar con financiación adecuada. Además, el informe Educación para Todos 2009 señaló indicios de que incluso cuando la cobertura general es elevada, con frecuencia los más desfavorecidos quedan excluidos de ella. Aprovechando nuestra experiencia previa en el aprendizaje temprano, defenderemos enfoques eficientes en términos de costes que se ocupen de los más desfavorecidos, alcancen economías de escala y sean viables en entornos deficientes en recursos.

#### **Reducir la violencia en la vida de los niños pequeños.**

La violencia ejerce un profundo y duradero efecto en el desarrollo de los niños, y los niños más pequeños son los más desprotegidos y los menos capaces de abordar sus consecuencias sociales y emocionales. El hecho de presenciar o experimentar episodios de violencia en la niñez es el mejor indicador para predecir comportamientos violentos en la vida adulta. Pero, sorprendentemente, la violencia es una cuestión que apenas está presente en la agenda de la mayoría de las organizaciones que enfocan su trabajo hacia la infancia. No fue hasta el año 2006 cuando la ONU preparó su primer informe sobre la violencia, que se vio marcado por la inquietud ante la falta de datos fiables. Nos dirigiremos a cerrar la brecha que existe actualmente en los esfuerzos por abordar la cuestión de la violencia de un modo que considere la especial vulnerabilidad de los niños más pequeños.



**Mejora del entorno físico en el que viven los niños pequeños.** Ha sido ampliamente aceptado que existen cinco determinantes básicos de la salud: genes, nutrición, servicios de salud, actitudes y comportamientos y entornos físicos. Los cuatro primeros son campos ampliamente explorados, pero el entorno físico está desatendido, aun cuando la OMS calcula que es la causa de un tercio de las enfermedades infantiles. Pequeños cambios en la planificación de las viviendas y de los vecindarios podrían tener un gran impacto en los niños, pues cada vez un mayor número de ellos crece en ciudades, a medida que se asiste a la rápida urbanización de los países en vías de desarrollo. Éste es un excelente ámbito de actuación para una fundación modesta e innovadora y ofrece la oportunidad de participar con un conjunto totalmente nuevo de partes interesadas.

#### **Nueva selección de países**

Puesto que no dispondremos de los recursos para conseguir nuestros objetivos en los veintiún países donde operamos en la actualidad, la fundación reducirá su ámbito de actuación a once países. Nuestros nuevos objetivos se aplicarán en Perú, India, los Países Bajos, Israel, Uganda, Turquía, Brasil y Tanzania. Llevaremos a cabo también un enfoque regional en la Unión Europea; además, hasta el año 2012 continuaremos trabajando en el Caribe, Sudáfrica y México para cumplir los objetivos del programa relativo a nuestras anteriores áreas temáticas de cuidado, transiciones y diversidad.

Como explica Lisa Jordan, la selección de países “no ha sido algo que hayamos tomado a la ligera. Se ha realizado un profundo análisis para equilibrar el deseo de mantener la presencia en distintos continentes, hacer uso de la experiencia específica que en cada país hemos acumulado durante años, conseguir impactos significativos con las capacidades a nuestro alcance y financiar ideas que sean suficientemente representativas como para tener relevancia en otros lugares”.

Haciendo balance de las lecciones que podrían asimilarse del último Plan Estratégico (2006-2009) sobre cómo aplicar estos tres objetivos en los próximos cinco

años, Lisa Jordan apunta que “algunas cosas han dado buenos resultados, mientras que otras tuvieron menos éxito. El último plan orientó a la fundación más hacia los programas y menos hacia los proyectos dispares, y pretendió también un mayor impacto al centrar nuestra atención en menos países. Éstas son las direcciones en las que continuaremos avanzando. Del mismo modo, reafirmamos nuestro compromiso por difundir globalmente a través de nuestras publicaciones los conocimientos que hemos adquirido”.

“Menos éxito cosechó la vinculación entre los países y las tres “áreas temáticas”: fortalecimiento del entorno de cuidado, transiciones exitosas del hogar a la escuela, y la inclusión social y el respeto por la diversidad, planteamiento que condujo a insuficiencias, a un incorrecto establecimiento de prioridades y a estrategias mal aplicadas en algunos países. Por tanto, hemos decidido emprender un completo análisis a escala de cada país para determinar si nuestros nuevos objetivos abordan adecuadamente los retos que afrontan los niños”.

El año 2010 comenzará con este análisis a escala de cada país. Lisa Jordan manifiesta que, habiendo adoptado los ajustes necesarios para operar con ingresos reducidos, la fundación se encuentra ahora en una posición óptima para el año 2010 y los siguientes: “Confío en que, a pesar de nuestras restricciones financieras, seremos capaces de seguir desempeñando un papel crucial en el apoyo a los niños y a sus defensores en todo el mundo”.

## Las cartas mantienen a los padres emigrantes brasileños cerca de sus hijos\*

Cada año, en el brasileño Valle del Jequitinhonha, la pobreza empuja a muchos hombres a dejar atrás a sus familias durante ocho o nueve meses para ir a trabajar a los campos de caña de azúcar situados en ciudades distantes. Algunos deben dejar a sus bebés o mujeres embarazadas, y la lucha de las madres por poder llevar algo que comer a la mesa limita considerablemente la energía que pueden dedicar a sus hijos en pleno crecimiento. Cuando los padres vuelven a casa, a veces sus hijos ni siquiera pueden reconocerlos.

Mediante nuestra organización contraparte en este proyecto, el Centro Popular de Cultura e Desenvolvimento (CPCD), trabajamos con organizaciones locales en el proyecto Cidade Criança y Pedagogia do Abraço, cuyo objetivo principal es mejorar la calidad de vida local hasta el punto en que la migración ya no sea necesaria. Hasta entonces, ayudan a los padres a mantener la cercanía con sus hijos. Se les ha ayudado a grabar mensajes en CD, lo que junto a las fotografías les mantiene en el pensamiento de sus hijos. A su vez, los niños recibieron ayuda para remitir cartas y dibujos a sus padres cuando estaban lejos.

En una cultura en la que la redacción de cartas no es algo común y los índices de analfabetismo son elevados, muchas familias no habían asimilado completamente el impacto negativo sobre sus lazos familiares derivado de la falta de comunicación durante los períodos de separación. El proyecto ha sido un gran éxito al dar a los padres un sentido de pertenencia cuando se encuentran lejos y al promover la comunicación entre padres y madres, lo que



aumenta la probabilidad de que sus relaciones puedan superar las prolongadas ausencias.

En cuanto a los niños, ya no tienen la sensación de que sus padres los han abandonado. Al crecer con la convicción de que dos personas los aman, los cuidan y están trabajando para respaldar su futuro, es más probable que puedan afrontar los exigentes retos de sus circunstancias.

*La Fundación trabaja con CPCD desde 1990*

\* Un ejemplo de los logros conseguidos por la Fundación a través de sus organizaciones contrapartes



Our **income** is derived from the sale of Royal Packaging Industries Van Leer N.V.



# Financial statement

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## BALANCE SHEET AS AT DECEMBER 31

	Notes	2009 (EUR)	2008 (EUR)
<b>ASSETS</b>			
<b>Fixed assets</b>			
Book value fixed assets	(1)	42,800	68,100
<b>Long term assets</b>			
Guarantee Network of European Foundations	(2)	30,000	60,000
		<u>72,800</u>	<u>128,100</u>
<b>Current assets</b>			
Van Leer Group Foundation current account	(3)	21,322,900	22,216,000
Debtors	(4)	485,600	694,000
Cash & bank	(5)	1,623,700	4,525,300
		<u>23,432,200</u>	<u>27,435,300</u>
Total assets		<u>23,505,000</u>	<u>27,563,400</u>
<b>AVAILABLE FUNDS AND LIABILITIES</b>			
<b>Available funds</b>			
Nominal Foundation capital		453,800	453,800
Available for grantmaking	(6)	6,981,900	1,682,600
Available for indexation of pensions	(7)	330,500	404,800
Total available funds		<u>7,766,200</u>	<u>2,541,200</u>
<b>Other funds</b>			
Approved but not yet committed project grants		<u>2,092,700</u>	<u>5,287,000</u>
<b>Liabilities</b>			
Project commitments	(8)	12,396,200	18,957,500
Creditors	(9)	1,249,900	777,700
Total liabilities		<u>13,646,100</u>	<u>19,735,200</u>
Total available funds and liabilities		<u>23,505,000</u>	<u>27,563,400</u>

## INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR

	Notes	Budget 2009 (EUR)	Actual 2009 (EUR)	Actual 2008 (EUR)
<b>INCOME</b>				
<b>Regular income</b>				
Van Leer Group Foundation annual contribution	(1)	19,148,000	19,148,000	23,842,000
Van Leer Group Foundation contribution to social plan	(2)		1,419,400	
Interest	(3)	180,000	121,800	249,700
<b>Total income</b>		<b>19,328,000</b>	<b>20,689,200</b>	<b>24,091,700</b>
<b>EXPENDITURE</b>				
Grants	(4)	15,118,000	9,034,700	17,035,000
Foundation managed projects	(5)	1,367,000	765,300	1,186,600
Administration and programme services	(6)	4,600,000	4,244,800	5,031,500
Reorganisation costs (social plan)	(2)		1,419,400	0
<b>Total expenditure</b>		<b>21,085,000</b>	<b>15,464,200</b>	<b>23,253,100</b>
<b>Operating result</b>		<b>-1,757,000</b>	<b>5,225,000</b>	<b>838,600</b>
<b>Appropriation of operating result</b>				
Added to/deducted from available for grantmaking	(6)*	-1,682,000	5,299,300	871,100
Deducted from available for indexation of pensions	(7)*	-75,000	-74,300	-32,500
		<b>-1,757,000</b>	<b>5,225,000</b>	<b>838,600</b>

\* this note refers to the notes on the balance 6 en 7 under 'notes on balance' sheet (page 66)



## CASH FLOW STATEMENT

	2009 (EUR)	2008 (EUR)
<b>Receipts</b>		
Van Leer Group Foundation	21,460,500	23,834,200
Interest	121,800	249,700
Subtotal receipts	21,582,300	24,083,900
<b>Disbursements</b>		
Projects	18,790,300	17,304,000
Administration	5,681,200	6,163,600
Purchases of fixed assets	12,400	24,800
Subtotal disbursements	24,483,900	23,492,400
Increase in cash & bank	-2,901,600	591,500
Balance cash & bank December 31	1,623,700	4,525,300
Balance cash & bank January 1	4,525,300	3,933,800
Increase in cash & bank	-2,901,600	591,500

### General Notes

- The Van Leer Group Foundation guarantees that, if the activities of Stichting Bernard van Leer Foundation are discontinued, sufficient funds will be available or will be made available to enable Stichting Bernard van Leer Foundation:
  - a: to terminate the employment contracts of permanent employees, subject to a period of notice of 6 months; and
  - b: to comply with any past and future obligations relating to other expenses, with an aggregate of at least 75% of the costs relating to administration and software services in accordance with the last Stichting Bernard van Leer Foundation budget adopted by the Board of Trustees prior to discontinuing its activities.

### General Principles

- The Annual Report is prepared in accordance with the guidelines for annual reporting 640 (not-for profit organizations) of the Dutch Accounting Standards Board.
- All assets and liabilities are stated at nominal value, unless otherwise indicated.
- All figures are either rounded up or down to the nearest EUR 100.
- Income is accounted for in the period to which it is related.
- Expenditure is accounted for in the period to which it is related or to which it is committed.

### Specific Principles

- Tangible fixed assets are valued at purchase cost after deduction of depreciation based on the estimated lifetime of the assets.
- The loans due within one year are included under current assets.
- Cash and Bank in foreign currencies are valued at the rates of exchange at balance sheet date.
- Cancellations of projects are included under grants expenditure.

## NOTES ON THE BALANCE SHEET

### 1 FIXED ASSETS

	Hard- & Software (EUR)	Furniture & Equipment (EUR)	2009 (EUR)	2008 (EUR)
<b>Cost price</b>				
January 1st	124,700	94,800	219,500	251,900
Write off *)	64,700	59,900	124,600	57,200
Purchases	12,400	0	12,400	24,800
December 31st	72,400	34,900	107,300	219,500
<b>Depreciation</b>				
(rate applied)	33%	20%		
January 1st	83,400	68,000	151,400	145,100
Write off	64,700	59,900	124,600	57,200
Depreciation	24,900	12,800	37,700	63,500
December 31st	43,600	20,900	64,500	151,400
<b>Bookvalue</b>				
December 31st	28,800	14,000	42,800	68,100

\* Written off fixed assets: these are completely depreciated

### 2 GUARANTEE NETWORK OF EUROPEAN FOUNDATIONS

A four year loan was made in 2006 to the Network of European Foundations of EUR 60,000 at 0% interest per year. In 2009 a refund was made of EUR 30,000, leaving a balance of EUR 30,000.

### 3 VAN LEER GROUP FOUNDATION CURRENT ACCOUNT

Balance January 1	22,216,000	22,208,200
Amount of preliminary allocation to the Foundation	19,148,000	23,842,000
Contribution VLGF to reorganisation costs of the Foundation	1,419,400	0
Subtotal	42,783,400	46,050,200
Disbursements	-21,460,500	-23,834,200
Balance December 31	21,322,900	22,216,000

At the Governing Council meeting of the Van Leer Group Foundation held on 12 November 2009, it was decided that the amount of preliminary appropriation for 2010 for the Foundation would be EUR 16,754,500

See also notes on the income and expenditure 1 and 2 (page 67)

### 4 DEBTORS

Receivable interest	25,000	47,100
Pre Payments	78,000	105,800
Pension/WIA premiums	41,500	60,600
Surplus interest account	330,500	404,800
Various debtors	10,600	75,700
	485,600	694,000

### 5 CASH & BANK

Bank	1,623,200	4,524,700
Cash	500	600
	1,623,700	4,525,300

## 6 AVAILABLE FOR GRANTMAKING

Balance January 1	1,682,600	811,500
Excess of income over expenditure of the year	5,299,300	871,100
Balance December 31	6,981,900	1,682,600

*The reserve from the 2009 budget is EUR 6,981,900. In the first quarter of 2010 the Foundation expects to use EUR 2,000,000 of this reserve for phase-out and tie-off grants in countries in which it will no longer work. Over the longer course of 2010 an additional EUR 3,000,000 may be used to front-load commitments in countries where strategies have been approved but would keep the Foundation engaged in transitions, diversity and care into 2012. The remainder of almost EUR 2,000,000 will be used in the course of 2011 to tie-off remaining countries and for new strategies. It is intended to utilize the whole reserve by 2011. The Foundation cannot use this amount for other purposes than grantmaking.*

## 7 AVAILABLE FOR INDEXATION OF PENSIONS

Balance January 1	404,800	437,300
Accrued Interest	11,500	15,200
Indexation of pensions	-85,800	-47,700
Balance December 31	330,500	404,800

*The amount available for indexation of pensions is reserved for the indexation of pensions of retired and ex-employees. The Foundation cannot use this amount for other purposes than indexation of pensions.*

## 8 PROJECT COMMITMENTS

Balance January 1	18,957,500	19,377,900
Monies committed to grants to projects	12,428,300	16,870,300
Subtotal	31,385,800	36,248,200
Less:		
Cancellation of commitments	201,600	-3,400
Currency differences	2,500	-12,300
Payment of commitments	18,785,500	17,306,400
Sub total payments and cancellations	18,989,600	17,290,700
Balance December 31	12,396,200	18,957,500
Project commitments planned for 2009		13,765,000
Project commitments planned for 2010	9,564,100	4,160,500
Project commitments planned for 2011	2,468,900	1,012,000
Project commitments planned for 2012	254,800	20,000
Project commitments planned for 2013	108,400	
	12,396,200	18,957,500

## 9 CREDITORS

Accruals	170,400	175,300
Holiday pay	128,000	210,500
Wage tax	117,200	153,100
Various creditors	834,300	238,800
	1,249,900	777,700

## 10 COMMITMENTS NOT SHOWN IN THE BALANCE SHEET

### Bankguarantees

*The Foundation has instructed ABN AMRO Bank to issue a bank guarantee towards the lessor of the building Stena Realty of EUR 60,000.*

## NOTES ON THE INCOME AND EXPENDITURE ACCOUNT

### 1 VAN LEER GROUP FOUNDATION ANNUAL CONTRIBUTION

The Bernard van Leer Foundation receives the bulk of its income from the Van Leer Group Foundation. The Van Leer Group Foundation's income derives from a global portfolio of diversified investments. The Van Leer Group Foundation's assets decreased from 739 million euro to 515 million euro in 2008. Based on the global financial crisis, the Governing Council of the Van Leer Group Foundation decided in November of 2008 to reduce the 2009 annual contribution by 20%. The contribution for 2009 was set at EUR 19,148,000. It was agreed by the Governing Council in 2009 to reduce the 2010 annual contribution by a further 10% to EUR 16,754,500.

### 2 REORGANISATION COSTS (VAN LEER GROUP FOUNDATION CONTRIBUTION)

On 20 February 2009 anticipating for lower incomes in the years 2009 and 2010, a decision was taken to reorganise the Foundation, which led to the forced dismissal of 12 staff members. The costs related to the reorganisation (Social Plan) amount to EUR 1,419,400. The Governing Council agreed in the June 2009 meeting to finance the Social Plan of the reorganisation at the Bernard van Leer Foundation with Van Leer Group Foundation funds.

3 INTEREST	2009 (EUR)	2008 (EUR)
Bank and deposit accounts	134,100	234,200
Other interest	-12,300	15,500
	<u>121,800</u>	<u>249,700</u>

4 APPROVED GRANTS PER ISSUE AREA	Budget 2009 (EUR)	Actual 2009 (EUR)	Actual 2008 (EUR)
Care	5,175,000	1,948,900	5,409,300
Diversity	4,175,000	2,389,500	5,823,600
Transitions	5,550,000	4,582,800	5,490,000
Other programme	218,000	317,600	301,800
	<u>15,118,000</u>	<u>9,238,800</u>	<u>17,024,700</u>
Cancellation commitments		-201,600	-2,000
Currency differences		-2,500	12,300
	<u>15,118,000</u>	<u>9,034,700</u>	<u>17,035,000</u>

In order to respond to budgetcuts, grantmaking was limited in 2009 to countries in which partners were operating within a programmatic framework, and to emergency grants to partners providing direct services to children. In 2010 the Foundation will be able to resume full grantmaking operations.

<b>5 FOUNDATION MANAGED PROJECTS</b>	<b>Budget 2009 (EUR)</b>	<b>Actual 2009 (EUR)</b>	<b>Actual 2008 (EUR)</b>
Programme development documentation	280,000	142,100	223,500
Network development	135,000	45,700	274,700
Other programme	184,000	35,300	46,400
Publications	578,000	345,900	547,700
Foundation Sector	70,000	53,000	94,300
Oscar van Leer Fellowship/60 Years Anniversary	120,000	143,300	
	<b>1,367,000</b>	<b>765,300</b>	<b>1,186,600</b>

*In 2009 costcutting measures extended to Foundation Managed Projects.*

<b>6 ADMINISTRATION AND PROGRAMME SERVICES</b>	<b>Budget 2009 (EUR)</b>	<b>Actual 2009 (EUR)</b>	<b>Actual 2008 (EUR)</b>
Board of Trustees *	85,000	53,800	56,700
Personnel **			
a) salaries	2,435,000	2,171,600	2,628,500
b) social charges	785,000	747,900	720,400
c) general staff costs	103,000	127,300	85,500
d) recruitment	40,000	30,000	88,200
e) staff development	80,000	37,500	59,500
f) temporary personnel	60,000	179,100	181,800
	<b>3,503,000</b>	<b>3,293,400</b>	<b>3,763,900</b>
Consultants	25,000	57,000	92,500
Staff travel/hospitality	232,000	120,700	306,000
Documentation	23,000	10,400	23,500
Premises	410,000	409,000	405,200
Office equipment	119,000	133,200	128,600
Office expenses	16,000	9,100	15,500
Public relations	10,000	1,800	17,100
Telecommunication	50,000	33,300	48,800
External auditors	36,000	52,400	44,000
General costs	91,000	70,700	129,700
<b>Total</b>	<b>4,600,000</b>	<b>4,244,800</b>	<b>5,031,500</b>

\* The Board of Trustees does not receive a remuneration.

\*\* For privacy reasons (according to the accounting rules) the remuneration of Management will not be disclosed as it relates to a single person.

*A reorganisation started in 2009 led to a reduction in FTEs (from 38FTE in 2008 to 22FTE in 2009 and 20FTE in 2010).*

*Other cost cutting measures were taken relating to travel, consultancy and pension costs.*

*As the reorganisation took place during 2009, the full impact of the reorganisation will only become clear in 2010.*

*In 2010 the Administration and programme services budget will be cut back to EUR 3,150,000 (18,6%) of the total budget.*

## Other information

### **Appropriation of operating result**

The total income exceeded the total expenditure by € 5,225,000. In 2009, the Foundation deducted € 74,300 (balanced) from the amount available for the indexation of pensions. In 2009 the Foundation added € 5,229,300 to the amount available for grantmaking.



To: Board of Trustees and Executive Director of Stichting Bernard van Leer Foundation

### **Auditor's report**

We have audited the accompanying financial statements 2009 of Stichting Bernard van Leer Foundation, The Hague, which comprise the balance sheet as at December 31, 2009, the profit and loss account for the year then ended and the notes.

#### *Management's responsibility*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the guidelines for annual reporting 640 'Not for profit organisations' of the Dutch Accounting Standards Board. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### *Auditor's responsibility*

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Dutch law. This law requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Opinion*

In our opinion, the financial statements give a true and fair view of the financial position of Stichting Bernard van Leer Foundation as at December 31, 2009, and of its result for the year then ended in accordance with Guidelines for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board.

The Hague, March 11, 2010

Ernst & Young Accountants LLP

Signed by

P.J.A.M Jongstra



# Photography

**Cover** Batiste Perriera, third from left, plays in the fountain with her friends at Baucau, Timor Leste. Photo: Jim Holmes

**Page 6** Children hold hands during a group game session in Bangsa Ardual, Andhra Pradesh, India. Photo Jim Holmes / Bernard van Leer Foundation

**Page 8** Pre-school classes of primary school (early childhood education programme SPOREN) De Kraal, Amsterdam, the Netherlands. Photo: Devi Roebbers

**Page 11** A child involved in a 'persona dolls' activity. Kinderwelten project, Germany. Photo: Petra Beutel

**Pages 12-13** A child in a girls' camp of the MV Foundation in the state of Andhra Pradesh, where children who used to be child labourers can recover. India. Photo: Peter de Ruiter

**Page 14** Bernard van Leer at his desk. Photo: Bernard van Leer Foundation

**Pages 16-17** Kindergarten activity in which an educator is teaching children about water and the importance of not wasting it. Athens, Greece. Photo: Jon Spaul / Bernard van Leer Foundation

**Page 18** Oscar van Leer Fellow Award sculpture. Photo: Rebke Klokke

**Page 19** From the top: Carmen Matos receiving the award from Peter Bell; Kanina Foss receiving the award from Rien van Gendt; Namita Kholi receiving the award from Harry Leliveld; awarded fellow Tatiana Velásquez from Colombia; Nick Oluoch receiving the award from Nancy Newcomb. Photos: Rebke Klokke

**Pages 20-21** Through the creation of a Cultural Centre (complementary education), CECIP encourages community participation in defending and promoting children's rights, and improving their chances to a successful transition into primary school. Morro dos Macacos, Rio de Janeiro, Brazil. Photo: Jon Spaul / Bernard van Leer Foundation

**Page 22** Left: "Dear Daughters, Vitória and Renata, When I return I want to see you both walking down the street to meet me. — Renato"; Right: "Dear Husband, Beatriz gets smarter every day. She speaks to you all the time using the TV's remote control as a telephone. — Glicinha". Photos: Emma Raynes

**Page 23** Pre-school classes of primary school De Kraal, Amsterdam, the Netherlands. Photo: Devi Roebbers

**Page 24** Photo: Courtesy OPEPA, Orissa, India

**Page 25** Support to parenting activities, Roving Care Programme, St Lucia. Photos: Peter de Ruiter / Bernard van Leer Foundation

**Page 26** Picture used in the leaflet of the Tanzania Child Rights Core Curriculum. Photo: Courtesy CRED-PRO

**Page 28** Pre-school classes of primary school De Kraal, Amsterdam, the Netherlands. Photo: Devi Roebbers

**Page 29** Children drawing at school, Peru. Photos: @Young Lives / Raúl Egúsqüiza Turriate

**Pages 30-31** Orphans and vulnerable children in a daycare centre. Smithfield Tshepanang HIV/AIDS Project Centre, South Africa. Photo: Angela Barrau-Ernst / Bernard van Leer Foundation

**Pages 44-45** A child reading with his mother, as part of a programme to encourage parents to read with their children outside school. Escuela Preescolar de El Calvario del Municipio de Zimapan, Hidalgo, Mexico. Photo: Jon Spaul / Bernard van Leer Foundation

**Page 47** The objective of the Children of the Nile Programme is to make explicit, in its programming on the ground, the importance of inclusion and respect in daycare and kindergarten environments for young children, Egypt. Photo: Jim Holmes / Bernard van Leer Foundation

**Pages 48-49** Girls reading a book given as a prize at school, Khun District, Xieng Khouang, Lao PDR. Photo: Jim Holmes

**Pages 52-53** Children at the Preescolar Jardín de Niños "Vidal Alcocer". El Calvario, municipio de Zimapan, Hidalgo, Mexico. Photo: Jon Spaul / Bernard van Leer Foundation

**Page 57** "Dear Keurig, shall we go for a motorcycle ride? Your father loves you. — Lu". Photo: Emma Raynes

**Pages 58-59** Patrycja Wanago as shop keeper and Milena Lemlicka as the customer during free time in a session at the pre-school centre in a small rural village. Moltajny village, Warminko-Mazurskie Region, Poland. Photo: Jim Holmes / Bernard van Leer Foundation

## Timeline pictures

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**Page 26** Pre-school activities run by EADAP, Athens, Greece. Photo: Jon Spaul / Bernard van Leer Foundation

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**Page 42** Pre-school classes of primary school De Kraal, Amsterdam, the Netherlands. Photo: Devi Roebbers

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